16 October 1973

SUBJECT: Information Management

1. There seems to be a consensus that we have a problem
in how we deal with the question of transportation, processing,
and utilization of information within this Agency. We should be
managing the "things" that are important; people, money, and
machine resources, rather than managing the records, if we define
records purely in a narrow sense. All seem to agree that the
information program of the Agency is marked by "lacks" rather
than by a positive statement of philosophy that would provide
a common, consistent rationale for today, tomorrow, and the next
day.

2. The Agency needs a focal point. That point, to be
effective, should be a major operating component with a primary
stake in the operation, or, second best, a staff with Agency-
wide responsibilities. I agree with the general feeling that
staffs are not shakers and movers and possibly should be consid-
ered as a focal point only as a last resource.

3. The foregoing has the implication that the Agency needs
to define a single focus for its various information systems.
That focal point must have access to all of the major information-
handling elements of the Agency in order to obtain the data upon
which to build an Agency-wide philosophy. This philosophy should
apply to the totality of the information system, including hard-
ware, software, and, more importantly, goals and objectives.